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Caravan

Proposed resolution is a historic event

U.S. tobacco companies, state attorneys general, public health organizations and plaintiff's lawyers reached an agreement on June 20, 1997, that sets forth a carefully negotiated framework on how the tobacco industry will operate in the future. The proposed resolution is a historic event for the tobacco industry and the country. R.J. Reynolds Tobacco and the other manufacturers see this settlement as a means to put behind them many of the issues that have threatened the future of the tobacco industry.

"This agreement represents our best efforts to provide a peaceful and secure future for the employees and other stakeholders of Reynolds Tobacco," said Steven F. Goldstone, chairman and CEO of RJR Nabisco, the day the agreement was announced. "While it radically changes the way we do business, I have every confidence that the tobacco company will be able to compete vigorously, attack its market-share challenges, and make critically important financial contributions to enable RJRN to continue to add value to shareholders."

The agreement has been sent to the White House for review and must be enacted by Congress and signed into law by the President before any of the provisions go into effect. However, news of the agreement immediately generated a nationwide reaction on the merits and demerits of a settlement, and is drawing criticism from some anti-smoking groups. At this point, neither the tobacco industry nor the negotiators on the other side of the table are predicting how long it may take for the agreement to wind its way through Congress.

"No negotiated agreement among interests as diverse as those represented in these talks could be expected to satisfy everyone," says Andy Schindler, president and CEO of R.J. Reynolds Tobacco. "Certainly, some concessions made by our industry represent, at best, a difficult compromise that includes provisions with which we don't necessarily agree. While far from perfect, we believe that in total, the terms of the settlement should prove to be in the best long-term interests of our company, its employees and its shareholders. We're hoping that the White House and Congress will complete their reviews quickly and that legislation will move forward," Schindler says.

But until a final agreement is enacted into law by Congress "it's business as usual for the most part," Schindler says. "At this point, the agreement is nothing more than an outline.

"Although, adoption of the agreement will mean change for R.J. Reynolds Tobacco, I believe we will continue to be a successful, thriving company. And our

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Paul Crist and Jim Johnson, lawyers from Jones, Day, Reavis & Pogue, visited R.J. Reynolds Tobacco Co. recently to meet employees and answer questions concerning the recent company victory in the Raulerson lawsuit in Jacksonville, Fla. Crist and Johnson were the lead legal counsels who guided RJR to victory in the case. Tobaccoville employees (from left) Wayne Ray, Kirby Smitherman, James Matthews and Joe Inman greet Christ and Johnson.

Lawyers guide RJR to victory in Florida

Paul Crist and Jim Johnson, lawyers from Jones, Day, Reavis & Pogue, were treated to a heroes' welcome May 19 at R.J. Reynolds Tobacco Co. Crist and Johnson were the lead lawyers who guided Reynolds Tobacco to victory in the recent Raulerson lawsuit in Jacksonville, Fla.

In introducing the two lawyers to employees during a noontime presentation in the Plaza Auditorium, Chuck Blixt, Reynolds Tobacco's senior vice president and general counsel, said, "In a trial of this magnitude, Reynolds Tobacco is represented by a whole litigation team that includes RJR lawyers such as Dan Donahue, Sharon Johe and Tom McKim, in addition to lawyers from outside firms. One thing I can tell you is that RJR has the best litigation team in the tobacco industry."

Dan Donahue, senior vice president and deputy general counsel – litigation for RJRT, said that both Crist and Johnson have been involved with RJR litigation from the early 1980s. "And, we're in very good hands."

"Trying this case was a challenge,"

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfy0000

THE BULL STOPS HERE!

After a successful one-year test market in the state of Florida, R.J. Reynolds Tobacco Co. will reposition its Winston brand by launching the "No Bull" marketing campaign nationwide.

According to Ned Leary, vice president of the Winston business unit, the No Bull campaign has two distinct elements. "The campaign establishes a strong attitude or personality for Winston in the marketplace, positioning Winston as an authentic, straight-up kind of brand," Leary says. "And, this attitude is supported by a unique product point-of-difference. As part of this campaign, Winston has removed all additives from its blend in all of its styles, for the true taste of 100-percent tobacco.

"Together, the brand's personality and true tobacco taste give competitive adult smokers a reason to buy Winston," Leary says. "And for Winston's adult franchise smokers, this positioning is not a departure from the roots of the brand — Winston has always had the image of a straight forward, no-frills cigarette brand."

As part of the repositioning, Winston will be supported by a comprehensive marketing program. The brand's print-advertising campaign — developed in partnership with Long Haymes Carr of Winston-Salem, N.C. — is directly tied to Winston's no-bull positioning, supporting both the attitude of the brand and its 100-percent tobacco blend. Each ad consists of a no-bull tagline and a supporting visual that, together, directly communicate the attitude of the brand. The fact that Winston is the only leading brand to eliminate additives from its blend is highlighted in advertising through a side-by-side comparison. (See related story, Page 3.)

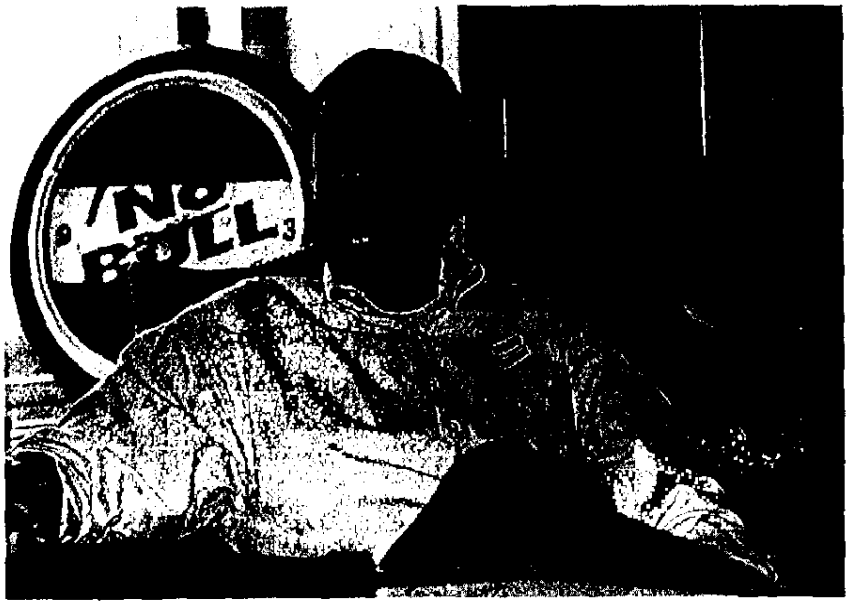
Winston's packaging has also been changed to reflect the brand's 100-percent tobacco, no-additive blend, which delivers true tobacco taste. "A classic — rejuvenated" is how Leary describes the new "wraparound" pack, on which the Winston brand name literally wraps around the package. "We retained Winston's red-white-red heritage, while developing an up-to-date pack design that supports the brand's no-bull attitude," he says. "And, we are pleased to report that the wraparound pack is preferred by both our franchise smokers (two-to-one) and competitive smokers (three-to-one) over the pack design we tested in Florida."

Winston's authentic attitude and true tobacco taste are also the foundation for out-of-home and retail programs that bolster the repositioning campaign. (See related stories, Pages 3 and 5.) In addition, the no-bull repositioning will be integrated into the brand's programs at NASCAR/Winston Cup events nationwide. (See related story, Page 7.)

According to Leary, the Winston business unit has left no stone unturned in their effort to reposition the brand. "Our motto is 'a relentless pursuit of greatness at breakneck speed,' and every member of the Winston team has adopted this attitude," Leary says. "I have never seen such determination and persistence — coupled with endless flexibility — from any team I have worked with since joining RJR. I am very proud to be a part of this group."

Leary notes that the Winston business unit's efforts have been supported by the dedication of a company-wide team of RJR employees, who he credits for helping to take the no-bull idea from the drawing board to the national marketplace. "Undertaking a total repositioning of one of RJR's flagship brands is, to say the least, a daunting task," Leary says. "The Winston business unit took the lead on this effort and employees throughout the company — from operations to field sales — worked by our sides to ensure its success in Florida.

"And now that we are moving forward on a national launch, we will continue to need the support of RJR employees throughout the company," he says. "I encourage everyone to take ownership of this project, and help us revitalize one of this country's greatest brands." ■



Ned Leary, vice president of the Winston business unit, feels the No Bull campaign will successfully reposition RJR's flagship brand by establishing a strong personality for Winston in the marketplace and offering adult smokers a compelling product point-of-difference — a 100-percent tobacco blend for true tobacco taste.

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfy0000

No ifs, ands or bull about it — Winston's back

Thirty years after Winston's introduction into the marketplace, R.J. Reynolds Tobacco Co.'s flagship brand is currently being relaunched nationally with a no-bull attitude and 100-percent tobacco product.

"It's a new product with a new look, but we haven't walked away from the traditional aspects of the Winston brand," says Joe Michalek, marketing manager – Winston. The brand's original image — no frills, no glizt, all American ... no bull — is incorporated into every aspect of the new "No Bull" campaign, from the blend, to the advertising, to the packaging.

"The no-bull attitude and no-additive product are for real people who are true to themselves and who want true tobacco taste in their cigarettes," says Michalek. "And, our marketing campaign is based on that philosophy."

"Consumers have become unimpressed by glamorous advertising campaigns," says Winton Jennette, assistant marketing manager – Winston. "Our marketing team realized it needed to develop executions that speak to the adult smoker in a different manner versus typical tobacco advertising."

The result has been a variety of ads that use the traditional Winston color scheme of red-white-red combined with bold, black text. The messages are straightforward and confident. Photos are black and white. One execution reads, "My blues are real. Just like my smokes," and features a man picking the strings of a guitar which rests on his knee. Eyes closed, he appears to feel each note of the blues song he plays.

Communicating Winston's no-bull attitude and product point-of-difference to adult franchise and competitive smokers is the goal of Winston brand-unit members (from left) Assistant Marketing Manager Winton Jennette, Marketing Assistant Cressida Lozano and Marketing Manager Joe Michalek.

Other ads maintain this same straightforward concept, but throw in a twist of humor. The execution, "Until I find a real man, I'll settle for a real smoke," pictures a woman looking confidently over her shoulder. The expression on her face lets the reader know that she is a woman who means exactly what she says.

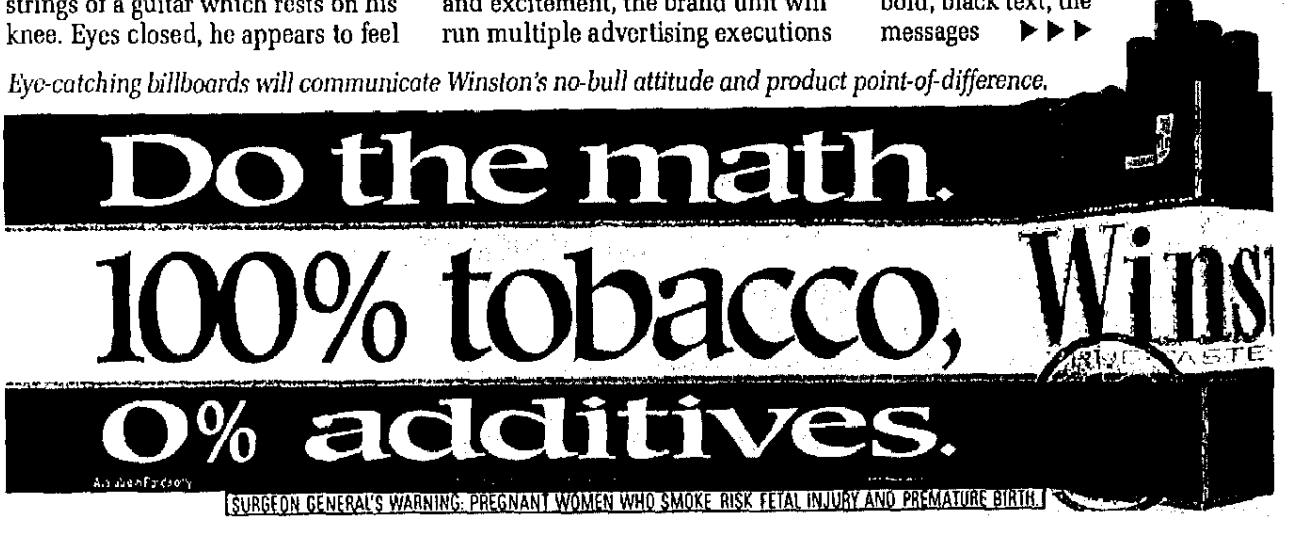
"The people in the ads are real, and the messages are relevant to everyday life," Michalek explains. "And smokers can certainly relate to the no-bull attitude."

To maintain adult smoker interest and excitement, the brand unit will run multiple advertising executions in the marketplace, constantly changing the ads to refresh the campaign.

"We have created a deep pool of ads that stretch across a wide spectrum of topics and interests," Jennette says.

Like the print ads, the brand's billboards work to connect the no-bull attitude with the no-additive product point-of-difference. The ads drive home the product point-of-difference by asking questions such as, "What part of 100 percent don't you understand?" Using the red-white-red background with bold, black text, the messages ▶▶▶

Eye-catching billboards will communicate Winston's no-bull attitude and product point-of-difference.



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Source: https://www.industrydocuments.ucsf.edu/docs/rzfy0000

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maintain a confident and direct, no-bull attitude.

"The unique billboards use high-impact colors and copy," says Jennette. "The boards are based on messages from the brand, not just pictures of models."

Packaging ... a brand's identity

Increased awareness of Winston will come not only through the brand's advertising, but also through its packaging. "The ultimate face of a brand is its packaging," Michalek says. "The packaging is a badge ... a brand's identity."

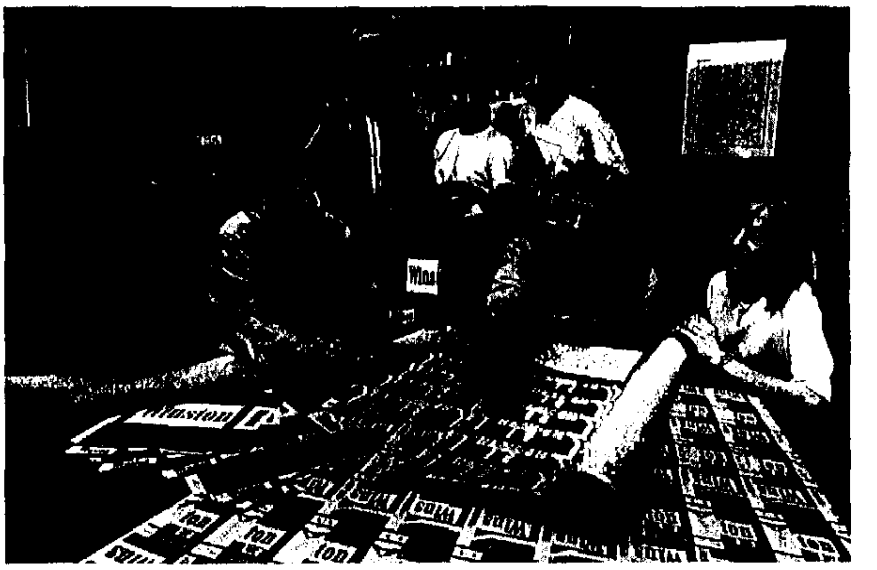
The new Winston packaging can be attributed to a marketing-team effort headed by Doug Shouse, vice president of marketing for Salem. Before being promoted to his current post, Shouse headed a marketing team charged with developing additional ideas to reposition Winston. This effort ran concurrently with the brand's No Bull test market in Florida.

"We wanted to retain the classic nature of Winston, but shake it up and rejuvenate the packaging," Shouse says. "And, that's what we got — the heritage of Winston is still there."

The new packaging style carries the traditional Winston family fonts and red-white-red color scheme, but takes on a contemporary feel with a wraparound pack. The no-bull image comes through in the simple, clean lines of the pack. The product point-of-difference — true taste, 100-percent tobacco, no additives — is written directly on the pack.

Duffy Design, a subsidiary of Fallon McGelligot advertising agency, worked with the team to create the final result. "Duffy Design not only helped us to innovate the pack, but also gave us the opportunity for longevity in the marketplace. The new style is not a trendy, flash in the pan — it is a 25-year solution," Shouse says. Also instrumental in the development of the pack was Debbie Crotts, design manager – RJR packaging, who worked to ensure that the new design could be successfully manufactured by RJR.

The new packaging has drawn positive remarks from both adult franchise and competitive smokers. Smokers say they like the innovative pack and think that it reflects the traditional aspects of the Winston brand with a contemporary flair.



Joe Michalek (seated, head of table) of the Winston brand unit reviews the first printed versions of new Winston packaging graphics with (from left) Paul Corcoran – RJR Packaging; Tink Waggoner – operations; and Wade Shumate, Karen Causey, Bill Smith and Debbie Crotts – all of RJR Packaging.

Marketing communicates no-bull attitude

Communicating what is new about Winston — it's no-bull attitude, packaging and product — to individual adult franchise and competitive smokers is the focus of the brand's direct-marketing program.

"We need to generate product trial and awareness," says Cressida Lozano, marketing assistant – Winston. "Direct marketing allows the brand to introduce the no-bull attitude to adult franchise and competitive smokers, and inform them about our new, 100-percent tobacco blend."

The first wave of the direct-marketing effort included a mailing to more than a million adult franchise smokers that announced Winston's new pack graphics and included coupons for the new Winston product.

"It is important to keep the established Winston smoker informed," Lozano says. "Some of our franchise smokers have been with Winston for more than twenty years. Making sure these adult smokers hear about brand changes from us first, reinforces the fact that Winston values their business."

The second wave of the program will target adult smokers of competitive brands.

"The competitive program is designed to generate trial of our no-additive product and seed the positioning by showcasing our new advertising and stick-to-stick graphics that compare competitive cigarettes to the new Winston," Lozano says.

From advertising to packaging to direct marketing, rejuvenating an American classic is the goal of the No Bull campaign — no ifs, ands or bull about it. ■

Winston's new packaging incorporates the traditional aspects of the brand by using the red-white-red color scheme, while the wraparound pack reflects Winston's no-bull attitude.

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Source: https://www.industrydocuments.ucsf.edu/docs/nzfy0000

Retail displays creatively reflect bold attitude

In a cluttered marketplace, R.J. Reynolds Tobacco Co. is working to ensure that new Winston stands out in the crowd.

Research studies indicate that during the first three months of a product launch or repositioning, the majority of consumers' learning about the brand comes from retail communication. According to Mike Shaw, senior marketing manager for Winston, the brand team takes this fact very seriously.

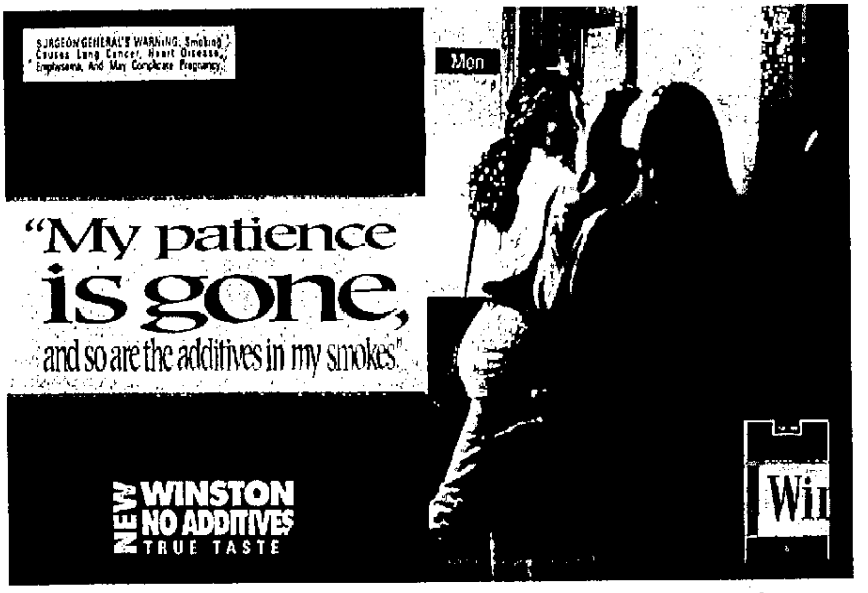
"Prominent retail presence is a critical factor in purchasing decisions made by adult smokers," says Shaw, who coordinates Winston's repositioning at the retail level. "And, therefore, cutting through the clutter at retail is a top priority if we are going to meet — and hopefully exceed — our overall objectives in repositioning Winston for growth."

Shaw, who has 20 years experience in RJR's sales department, knows well the challenges of cutting through retail clutter. "By working together during the Florida test market, field sales and the Winston brand team streamlined and redefined key elements in the Winston "No Bull" campaign," he says. "And, during the national launch, we will continue to build on this foundation to effectively position and raise adult smokers' awareness of new Winston at retail."

According to Shaw, the brand's primary retail objectives are:

- Introduce the No Bull campaign to consumers at retail outlets nationwide, based on learning garnered in Winston no-bull's year-long test market in Florida.
- Make consumers aware that Winston is the only leading brand that offers a 100-percent tobacco blend that delivers true tobacco taste.
- Gain trial and repurchase of Winston among competitive-adult smokers.

The Winston no-bull message will be boldly communicated at retail throughout the United States. The point-of-purchase displays cut through marketplace clutter to communicate the brand's attitude and product-point-of-difference and try the new 100-percent tobacco blend of Winston. Mike Shaw, senior marketing manager for Winston, and Lucinda Sheer, assistant marketing manager for Winston, hold examples of point-of-purchase materials, which were developed with the help of RJR's sales force with the goal of gaining trial and repurchase of Winston among competitive-adult smokers.



New Winston advertising speaks to adult smokers in a straightforward manner, with a twist of humor.

To meet these objectives, field sales will play a major role in the repositioning of Winston. "From the outset of the test market, the Winston brand team took the time to educate us on what the repositioning was all about and to brief us on the goals for Winston," says Dave Turner, Florida regional sales manager. "Because we got a good foundation and were brought in early, each of us in field sales took ownership of the project. We will continue to work closely with the brand team during the national launch.

"We know well that counter space is always a premium at retail," Turner says. "As we worked the streets in Florida, we saw what worked, and what did not work. And when we told the brand team, they listened."

Jim Best, area vice president – southern sales area, says, "There's a simple reason for the success Winston saw in the Florida test market — teamwork between the Winston brand group and the Florida field sales team.

"Everyone took this project to ▶▶▶

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfy0000

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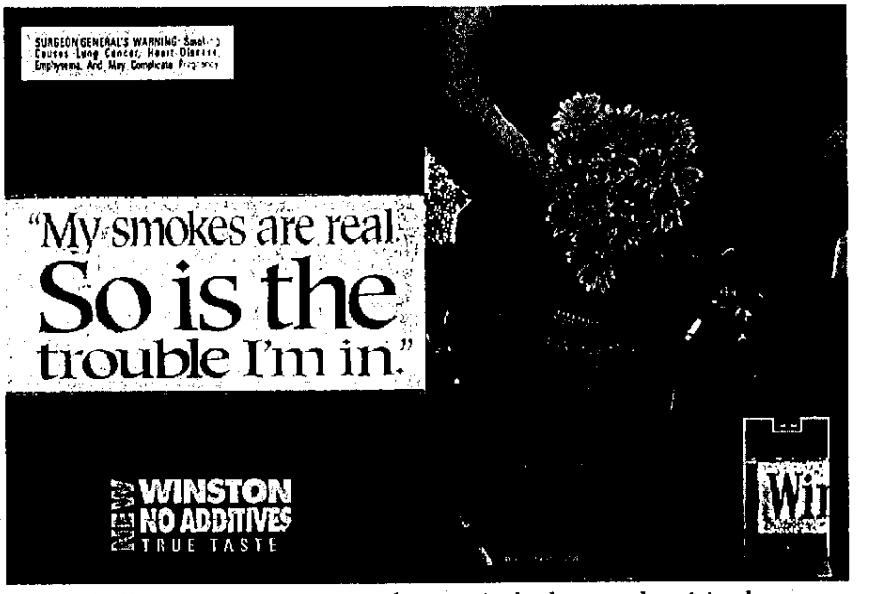
heart, believed in it and worked to make it happen," adds Best, who notes that the No Bull campaign is one of the most outstanding repositionings he has seen on an RJR brand in his 29 years with the company. "We feel the new Winston is the right product, with the right message, at the right time."

Lucinda Sheer, assistant marketing manager for Winston, works with Shaw on Winston's retail programs. "Guided by the recommendations of the field sales team in Florida, the No Bull campaign is supported with creative counter displays that work," she says. "Each of the no-bull counter-support materials is designed to be small, but eye-catching. Many are in unusual shapes, such as a cigarette rod or a cigarette lighter and the bold red-white-red color scheme is the unifying theme on all point-of-sale materials. The bottom line is that we want our retail displays to be as bold as the no-bull attitude."

Shaw believes that the enormous amount of time, thought and care that went into the no-bull retail materials will pay off with the national roll-out of the new campaign. "Our point-of-sale materials are designed to get the attention of adult smokers in the retail setting," Shaw says. "For some, it may be the new packaging or the direct, no-bull attitude, while for others, it may the brand's emphasis on box styles.

"And, once we have adult smokers' attention, we offer the brand's 100-percent tobacco blend for true tobacco taste as a compelling reason for them to give Winston a try — or a re-try," he says.



The no-bull executions move away from typical tobacco advertising by capturing people in everyday lifestyles and situations, such as the man (above) who is apologizing for a mistake by offering his companion a bouquet of flowers. The heritage of Winston appears in the red-white-red color scheme of the brand's new advertising, while the no-bull attitude is reflected in the brand's straightforward, confident message.

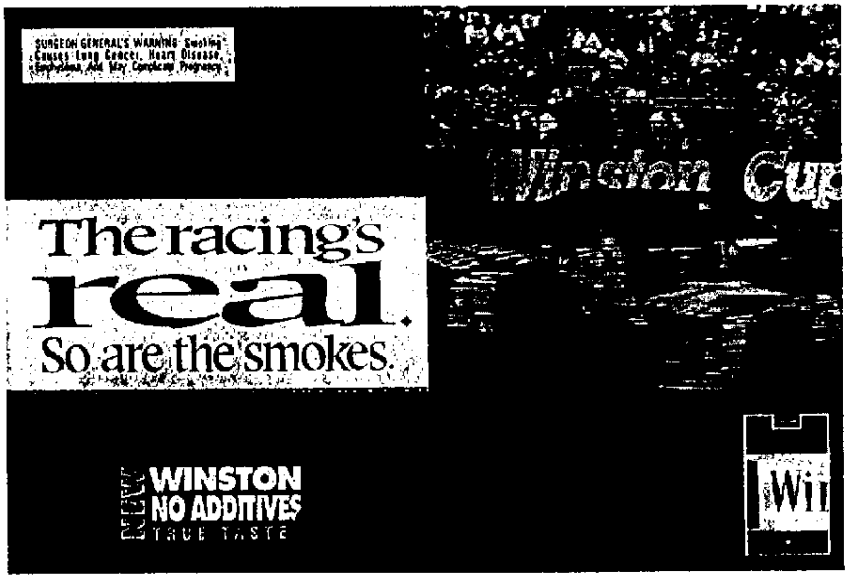
Best agrees with Shaw and adds, "Winston's 100-percent-tobacco product point-of-difference gives the sales force a real opportunity to do personal-brand conversions with consumers. We were able to tell consumers that this really is a new Winston with a new taste and a new attitude."

According to Turner, RJR's retail and sales representatives believe in the new Winston product. He reports that they covered 7,000 stores in his region to convert to the new Winston product and positioning almost overnight.

"And since then, we've never looked back," Turner adds. "After years of steady decline in Winston's business in Florida, market share has increased virtually every month since we began selling the new Winston last year."

To help drive the product point-of-difference home to adult smokers, one of the available items at point-of-purchase will be free match books, which will be housed in a red-white-red counter caddie. The match books will carry the no-bull message and a side-by-side cigarette comparison between Winston and other brands.

"We're excited about new Winston," says Best. "I know we have a winner." ■



Advertisements, such as the one above, is just one way the No Bull campaign leverages the brand's involvement with NASCAR/Winston Cup.

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfy0000

With repositioning, Winston is off to the races!

In a blaze of red-white-red, the Winston "No Bull" campaign is roaring down the track at three types of motor sports events: NASCAR Winston Cup, National Hot Rod Association (NHRA)Winston Drag and the NASCAR Winston Racing Series.

"For the first time, RJR's long-standing heritage with Winston Motor Sports has played a key role in repositioning a brand," says Mike Fagan, senior marketing manager for Winston. "Winston's no-bull repositioning takes advantage of the heritage of both RJR's flagship brand and the jewel that the company's involvement with motor sports has become over the past 27 years.

"Our common objective at these events is to celebrate our No Bull positioning and to bring it to life for adult smokers," Fagan says. "And, we've been able to do that because of the broad-based teamwork on this project."

Huge Attendance

Statistics show motor-sports events are not only the largest spectator sport in America, but also the fastest growing spectator sport in the United States, says Greg Littell, director – operations in sports marketing. "Motor sports have been called the hottest sport in town. And, no wonder. It's a growing sport. We've recently added tracks to the circuit, and new cities are requesting NASCAR Winston Cup races every month.

"These events are attended by millions of Americans," Littell continues. "NASCAR Winston Cup alone draws about 6 million fans and the NASCAR Winston Racing Series is attended by 8 million people over the course of the season.

John Powell, director – event promotion in sports marketing, says, "The No Bull repositioning is what racing is all about — and always has been. Racing fans reflect that attitude — they are people who believe in hard work and honesty. They have a genuine thirst for winning.

Fagan adds, "From our research, we also know that the vast majority of people who attend these races are adults 21 years of age or older, and many are smokers. So, making the most of these events is a sound marketing practice."

Lindsay Snyder, manager of consumer event marketing in sports marketing, says, "At the tracks, we talk to many adult competitive-brand smokers and Winston franchise smokers. We provide race-related entertainment prior to the event that reinforces the brand's no-bull message.

The engaging track exhibits and attractions include: the Winston No Bull Track House, a tractor-trailer souvenir store offering NASCAR Winston Cup memorabilia; a Winston Cup race-car simulator ride; a big-screen video exhibit called "Thunder Theater;" a NASCAR Winston Cup Show Car and a movable scoreboard in Winston's signature colors of red-white-red that carries up-to-the-minute race information and personalized messages for fans. Race programs also contain specially designed racing theme advertisements.

Bringing the Program Together

"As you can imagine, a lot of people are involved in bringing this program together," Fagan says. "The team includes: sports marketing and marketing staff members, the NASCAR staff, race-track owners and promoters, and RJR suppliers."

Todd Holbrook, Winston marketing assistant, says that in addition to events at the tracks, the brand hosts events at major metropolitan cities near the tracks on race weekends. "Although NASCAR/Winston Cup racing is very popular, there are some adult smokers who have never been exposed to the sport and some who have heard about it, but have never been to a race," Holbrook says. "We want to grow with Winston Cup. And by introducing adult smokers to racing through off-track events, we are helping to develop the sport, as well as communicating the brand's no-bull attitude."

Another program that extends the reach of NASCAR/Winston Motor Sports is a quarterly publication called *Winston Straight Talk*, a follow-up piece to adult smokers who sign up for mailings from the Winston brand at the races. "This publication allows us to provide high-quality information about motor sports, drivers and tracks in addition to our advertising and brand-promotion programs," Fagan explains. *Winston Straight Talk* is sent to both Winston's adult franchise smokers, as well as adult, competitive-brand smokers interested in racing.

With the no-bull repositioning and teamwork, Winston is off to the races. ■

Winston's new No Bull positioning takes advantage of RJR's long heritage with Winston Motor Sports. The RJR team coordinating Winston's presence at motor sports events include: (from left) John Powell and Greg Littell of sports marketing, and Louise Turner, Todd Holbrook, and Mike Fagan of Winston brand marketing.

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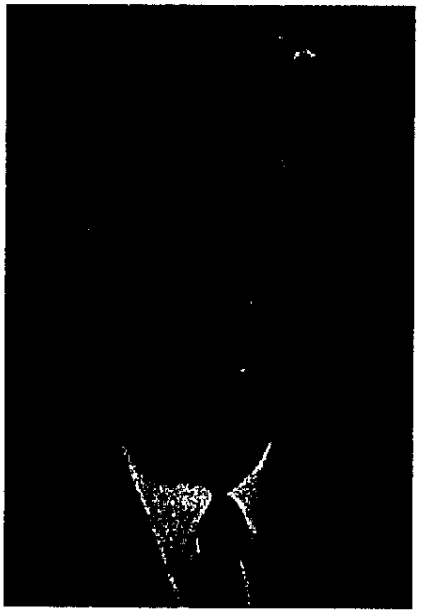
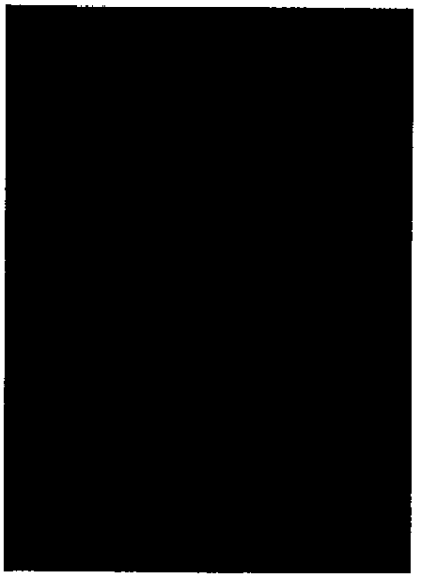
Source: https://www.industrydocuments.ucsf.edu/docs/rzfy0000

Enthusiasm for brand spans four decades



Bob Van Sickle was working in field sales when Winston was originally launched in 1953.



Van Sickle is still going strong during the 1997 repositioning of Winston. He will complete 44 years of service with R.J. Reynolds Tobacco Co. in July.

"Winston has always been a winner. The RJR field sales force made Winston a winner once, and with this no-bull repositioning, we can do it again," says Bob Van Sickle, division sales manager in RJR's North Philadelphia region.

Van Sickle knows the Winston business well. He ought to — he was working in field sales when Winston was originally launched in 1953 and Van Sickle is still going strong during the 1997 repositioning of Winston. At the age of 70, Van Sickle will complete 44 years of full-time service with R.J. Reynolds Tobacco Co. in July. He worked for the company for two years as a part-time employee in college before being hired full-time.

"The no-bull repositioning will cause adult smokers to stop and look," Van Sickle says. "I believe, the new pack design is the best thing we've done on Winston in many years. Because of the attitude of the "No Bull" campaign and the no-additive blend, I believe that people who have not tried Winston in a long time will do so again to find out what's different about this cigarette. And, promoted by our fine sales people, I believe Winston will soar again. I've no doubt."

Van Sickle started his RJR career in Emporia, Kan., in July 1953. After a short, week-long training program, his manager cut him loose with a list of 16 sales clients to call on. At the end of his first day, Van Sickle reported back to his manager. At every call, he sold a five-carton display unit of Cavalier, which pleasantly surprised his boss.

"I thought that was just normal, after all that's what I was hired to do. My boss looked at my sales records and said, 'Well, one thing's for sure — you can sell. So, I'm going to cut you loose and give you a nine-county region all to yourself.

"I remember he just rattled off the list of the counties — didn't even give me a map. But those early years helped me gain confidence and an ability to make decisions on my own, which is critical in field sales.

"Over the years, I've tried to instill in the people I've worked with one simple idea. When you're faced with a decision, say to yourself, 'What would I do if I were chairman of the board?' Then, almost 99 percent of the time, I find people make the right decision. No matter how big or small you feel the decision is, if you ask yourself that question, then your actions will have a positive impact on the company."

Dave Wilmesher, area vice president – north east sales area, says, "Bob Van Sickle is a pleasure to work with — he's always uplifting and positive. He consistently demonstrates leadership within field sales. He's very involved with his staff, and they look to him as a role model."

Wilmesher adds that Van Sickle's enthusiasm about Winston's no-bull repositioning is echoed throughout field sales. "Often, in field sales, we're the ones who are a bit skeptical about changes to a brand or new brand introductions," Wilmesher says. "But with the No Bull campaign, we're 100-percent behind it. Everyone in field sales feels this is the right thing to do for Winston, and we're all excited about the national rollout. We can't wait. This time we have not only a great campaign, but a real product point-of-difference with the 100-percent tobacco blend. We'll make it happen." ■

Proposed resolution

(continued from page 1)

fundamental objective will remain unchanged — to ensure a strong, prosperous future for Reynolds Tobacco," Schindler adds. "The way we do this is by focusing our attention on our marketing and sales programs, producing the best products available, developing innovative brands that offer adult smokers clear product improvements, controlling our costs at every level of operations, and doing our jobs to the best of our abilities.

"We will keep you posted on any agreement developments. In the meantime, keep up the good work.

If you are interested in seeing the text of the agreement, it is available on the RJR Intranet under Employee Communications, Legal Updates. ■

51847 8883

Source: https://www.industrydocuments.ucsf.edu/docs/rzfy0000

The old lady needs a new dress

In April, the technical support department of R.J. Reynolds Tobacco Co. began a three-phase renovation to repair and prevent water damage to the Reynolds Building. According to Allen Brown, manager of facilities – technical support and project manager of the renovation, "the 68-year-old building is like an old lady that needs a new dress."

"As the Reynolds Building has aged, methods to prevent water damage have begun to fail. In the past, we have caulked window frames and cracked brick joints to prevent water from entering the building," Brown says. "However, the water has found its way around the seals, allowing it to seep through the windows, brick and limestone."

Brown says that the damage to the structure's steel supports, windows and interior walls have been caused by rain water, as well as the accumulation of moisture behind the building's facade. "When the Reynolds Building was completed in 1929, air-conditioning systems were not used," Brown says. "Once air conditioning was installed in 1956, cool air against the building's warm wall surface produced condensation. Rain water and condensation have penetrated portions of the structure — causing rust and deterioration."

In response, technical support has started the first of the three-phase project to renovate the building. Phase One of the renovation will involve the brick areas between the second through ninth floors on the north side of the Reynolds Building. Currently, crews are removing bricks to make structural repairs, as well as masking or sealing cracks in the brick joints with mortar. Alleviating the problem, however, is not simply a matter of creating a stronger seal around the brick, windows and limestone. Flashings and weep holes — devices which drain water that enters the building walls — will be built into the brick facade to ensure the water is removed if it breaks through the seal.

Rusted-windows damaged by years of condensation will also be repaired. Starting in August, crews will begin replacing the windows by covering the existing frames. "The original window frames are imbedded in the building and would be both tough and expensive to remove," Brown says. A total of 144 windows will be replaced in this phase. The window areas will then be waterproofed and equipped with flashings. Crews will also repair deteriorated lintels — L-shaped structural devices that support the brick — located in the brick areas between the windows. Engineers estimate that this phase of the project will be completed by September 1997.

With the help of contract workers, the technical support department of R.J. Reynolds Tobacco is currently conducting a three-phase renovation process to prevent and repair water damage to the Reynolds Building. Standing at the construction site are (left) Manager of Facilities – Technical Support and Project Manager Allen Brown and Greg Hatfield of Carolina Restoration & Waterproofing, Inc.

Carolina Restoration & Waterproofing Inc., based in Raleigh, has been contracted to construct Phase One of the renovation. Sutton-Kennerly & Associates of Greensboro has engineered the plans and specifications for Phases One and Two of the renovation, and will likely engineer Phase Three.

Phase Two, which begins in 1998, involves repairing the deteriorated-limestone joints and structural supports, and replacing windows on floors one through nine on the limestone sides of the Reynolds Building. Though evaluations of the problem and design are still in progress, Brown feels the limestone will require structural-support repairs and waterproofing similar to the brick portions of the building.

"Phase Two is highly specialized. Due to the size and age of the limestone facade, we need to hire contractors with extensive experience in renovation and safety procedures," Brown says. "Safety is a top priority, and maintaining the original look of the Reynolds Building is important." Bids from the contractors are due this fall.

The third — and final — phase of the project will begin in 1999. This part of the renovation will include repairing the limestone supports, and waterproofing and replacing windows in the Reynolds Tower, floors 10 through 17. Windows on floors 18 through 20 were replaced in 1987, but will be re-evaluated to ensure they are properly waterproofed.

During the renovation, construction workers may require access to some offices to install the new windows. Employees affected will be notified about one week in advance. "Unfortunately, a renovation project of this size creates some inconveniences," Brown says. "But, we are trying to ensure that employees will be disturbed as little as possible."

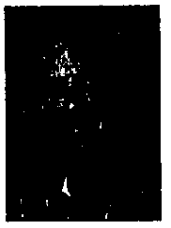
Temporary business offices, equipped with a phone and computer, will be available to employees who may be affected by the renovation. Five office spaces will be provided on the third floor of the Reynolds Building. To arrange time to use the office space, call Jim Mackin at 741-6564 or Brenda Gordon at 741-1618.

"Once the renovations are completed," Brown says, "The Reynolds Building will look and be as good as new — just as though she had put on a brand-new dress." ■

51847 8884

Source: https://www.industrydocuments.ucsf.edu/docs/rzfy0000

People



R. Richardson - 35

J. Fogle - 30

F. Gordy - 30

J. Hairston - 30

R. Harper - 30

B. Livengood - 30

SERVICE AWARDS

35 YEARS – MAY

Ronald L. Richardson
Brook Cove packing

30 YEARS – MAY

Billy R. Binkley
Tobaccoville making and packing

James T. Bowman
Shorefair coaches/clerical

Wendell S. Brown
Cigarette manufacturing

Charles R. Coley
Whitaker Park making and packing

James T. DeHart
Tobaccoville making and packing

Benjamin S. Dunovant
Whitaker Park making and packing

Robert J. Fix Sr.
Product development and assessment

John G. Fogle
Product quality assessment

Willie J. Gamble
Cylinder make-ready

Bobby W. Gammons
Whitaker Park making and packing

Franklin M. Gordy
Shorefair primary

Larry L. Gregory
Manufacturing making and packing director general

Donald C. Grubbs
Tobaccoville facilities/maintenance

Jerry L. Hairston
Tobaccoville making and packing

James H. Hardy
Compensation and employee benefits

Ronald E. Harper
Manufacturing production planning

Wayne C. Holland
Tobaccoville material control/export

G.L. Hutcherson III
Whitaker Park making and packing

Birdie W. Lipscomb
Whitaker Park primary

Clifford Little
Whitaker Park primary

Bobby R. Livengood
Tobaccoville making and packing

Lester E. Mason Sr.
Tobaccoville making and packing

J.C. Moses
Sales

J.B. Niten
Tobaccoville making and packing

Ronnie C. Prater
Whitaker Park process services

Wade H. Pruitt
Whitaker Park making and packing

Jerry W. Redding
Brands R&D

R.D. Roberson
Sales

T.G. Rutledge
Sales

Ronald E. Sells
Brands R&D

M.E. Sturm
Sales

Carl E. Tatum
Tobaccoville making and packing

Harold C. Threatt Jr.
R&D planning/administration

Roy T. Tucker
Tobaccoville making and packing

Pascal M. Wilkinson Jr.
Product quality assessment

Luther N. Williams
Tobaccoville making and packing

Michael E. Yokley
Tobaccoville making maintenance

25 YEARS - MAY

C.D. Adams
Sales

Donald R. Bryant
Product quality assessment

V. Gayle Corum
Sales

Jerry J. Culler
No. 604 extruders

Donald W. Hobson
No. 604 laminators

M.R. Holliday
Sales

William T. Hoots
No. 200 sheet production

Mark S. Kimel
No. 604 extruders

E.J. Klein Jr.
Sales

Bobby R. Laird
Mechanical perforating

Stanley R. Lineberry
No. 200-16 foil production

Grover M. Myers
Law

Steven G. Stoltz
Film press

Harry J. Transou
Pack opening

Henry Valderrama
Sales

20 YEARS - MAY

Joey L. Abbott
Tobaccoville making and packing

James L. Aldridge Jr.
Central shop

Bobby D. Allen
Tobaccoville making and packing

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M.J. Arfmann
Sales

Paul G. Barney Jr.
Tobaccoville material control/export

Charles W. Beck
No. 603 G-7 production

Billy D. Beeson
CDC operations support

Delores M. Bell
Tobaccoville receiving and blending

Johnny O. Boston
Whitaker Park making and packing

Dewey G. Bowman Jr.
Tobaccoville making and packing

Warren A. Boyd
Tobaccoville packing maintenance

Ralph D. Boyles
Tobaccoville material control/export

Roy Bracken Jr.
CO2 production

Mark A. Branch
Whitaker Park making and packing

Donald G. Brown
No. 200-16 foil production

J. Rodney Brown
No. 603 G-7 production

Gerald W. Caldwell
No. 200 plant services, printing

Cindy T. Carlin
Sales and marketing financial services

Kerry L. Carpenter
Cigarette manufacturing

Helena J. Carter
No. 603 G-7 production

David M. Chandler
Production support services maintenance general

Donald P. Christian
Tobaccoville final blended strips/casing and drying

Sandra D. Clifton
Tobaccoville making and packing

Eloise R. Coleman
Tobaccoville material control/export

Joe H. Collins
No. 603 G-7 production

Steven L. Cornett
Central shop

Carolyn B. Cox
Tobaccoville making and packing

Cleon S. Craven Jr.
Tobaccoville making and packing

Phillip T. Crews
Tobaccoville making and packing

Charles R. Crumpler
Quality assurance instrumentation

Stella M. Davis
Tobaccoville making and packing

Joseph E. Dawson
Tobaccoville maintenance supply

Betty J. Doub
Tobaccoville final blended strips/casing and drying

Neil C. Doub
Tobaccoville packing maintenance

Frankie W. Dull
Tobaccoville making and packing electrical maintenance

Ronald L. Easter Jr.
Tobaccoville process control/quality control

Otis M. Fallin
Tobaccoville making and packing

Robert T. Findley
No. 200 sheet production

Timmie L. Flinchum
Contract management

Laurens M. Fouche
Tobaccoville making and packing

Kenneth U. Frazelle
Making engineering

Nancy B. Fulk
Manufacturing engineering director general

Donald L. Fulp Jr.
CDC shipping

Brenda W. Gardner
Product evaluation

Elizabeth Gaston
Tobaccoville material control/export

Tyrone W. George
Tobaccoville making and packing

Gregory S. Gilliam
Tobaccoville utility plant

Raymond Goolsby
Operations technical training

Stephen R. Gordon
Tobaccoville making and packing

Victoria L. Gordon
Tobaccoville making and packing

Rolf Grimes III
Brands R&D

T.A. Hackney Jr.
Sales

Anthony Hairston
Work-in-process tobacco storage

Debra C. Hairston
Tobaccoville making and packing

Carl D. Hall
Cigarette manufacturing

Thomas A. Hall
R&D planning/administration

Gary E. Harris
Tobaccoville making and packing

Michael G. Hartman
Whitaker Park making and packing

Ronnie M. Hartman
Product quality assessment

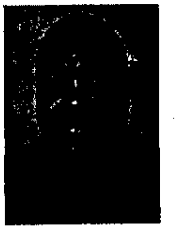
Wiley T. Hartsoe
CO2 production ▶▶▶

L. Mason Sr. - 30

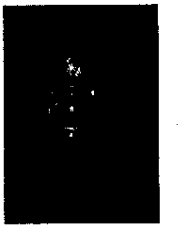
J. Redding - 30

H. Threatt Jr. - 30

R. Tucker - 30



L. Williams - 30



D. Bryant - 25

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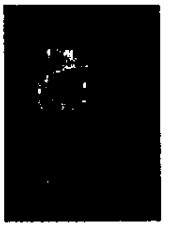
People



M. Kimel - 25

S. Lineberry - 25

C. Carlin - 20

D. Chandler - 20

S. Davis - 20

J. Dawson - 20

(continued from page 11)

Anthony W. Hedgecock
Tobaccoville making and packing

James W. Hewett
No. 603 G-7 production

Joseph T. Holt
Tobaccoville making and packing

Mark E. Hughes
Tobaccoville primary strip general

Garry D. Hutchens
Tobaccoville material control/export

Claudia L. Ingram
Tobaccoville making and packing

Betty J. Johnson
Whitaker Park primary

Peggy B. Johnson
Flavoring – adhesives

Leitha L. Jones
Tobaccoville material control/export

Valarie S. Jones
Tobaccoville making and packing

Wilma A. Jones
Tobaccoville receiving and blending

Cheryl L. Joyce
Tobaccoville making and packing

Jasper C. Keit
Tobaccoville receiving and blending

Van E. Key
Tobaccoville production support maintenance

David G. Kiger
Whitaker Park making and packing

Tony H. Larimore
Tobaccoville material control/export

Larry W. Lawson
Tobaccoville material control/export

Rockie W. Lineberry
No. 200 presses and cutters

Donnie R. Little
Tobaccoville making and packing

Nettie M. Littlejohn
Whitaker Park making and packing

Edward A. Long
Tobaccoville production support maintenance

Alma E. Lyles
Pack opening

Annie W. Marion
Tobaccoville casing and cutting/cut-filler storage

James W. Marion Sr.
Tobaccoville material control/export

Lois M. Martin
Tobaccoville material control/export

Javan Martin Sr.
Tobaccoville material control/export

Walter F. Mathis
Tobaccoville making and packing general

Thomas G. McCormick
R&D process technology and development

William G. McGee
Tobaccoville making and packing

Grady M. McHone
Tobaccoville making and packing

C.J. Mehler Jr.
Sales

Ronald E. Melaga
Tobaccoville making and packing

Bessie C. Mickens
Whitaker Park making and packing

Lucille J. Monroe
Product development and assessment

Nada W. Moore
Central flavoring and adhesives – flavoring production

Sankey R. Moore-Painter
Sales/marketing support systems

Steven H. Motsinger
No. 605-11 debagging

Donald R. Neal
CDC LTL shipping

Richard L. Norris
Tobaccoville receiving and blending

Joe A. Oakley Jr.
R&D process technology and development

Ella M. O'Neal
Tobaccoville final blended strips/casing and drying

Shirley J. Penn
Product evaluation

Michael G. Pfeiffer
International support – manufacturing services

Gary L. Phelps
Marketing operations

Frederick C. Pierce
Whitaker Park primary

Daniel G. Pope
Production recovery operations factory services

Ralph W. Ray
Tobaccoville making and packing electrical maintenance

Arthur L. Reader
No. 603 G-7 production

James R. Reavis
No. 604 ink room

John D. Richardson
No. 603 G-7 production

Jacqueline M. Roane
Tobaccoville material control/export

Judy L. Roberts
Tobaccoville making and packing

Michael A. Rodgers
Tobaccoville making and packing

Beatrice C. Rorie
Tobaccoville casing and cutting/cut-filler storage

Mary A. Rucker
Safety and health

Phyllis G. Rumple
External relations

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Robert M. Russell
Tobaccoville material control/export

David B. Self
International support – technical packaging

Joseph L. Shelton
CDC shipping

Kenneth G. Shields
Manufacturing personnel general

Richard L. Singletary
Tobaccoville making and packing

Dennis P. Sink
Tobaccoville material control/export

Helen H. Slade
RCFCU administration

Charles R. Small
Tobaccoville making and packing

Bennie J. Smith
CO2 production

Beverly H. Smith
No. 603 G-7 production

Jack R. Smith
Operations technical training

Loretta M. Smith
Tobaccoville making and packing

Glenn W. Southern
Brook Cove Storage

Johnny R. Spillman
Tobaccoville final blended strips/casing and drying

Ricky F. Spry
Tobaccoville receiving and blending

D.L. Standlee
Sales

Paulette D. Stewart
Tobaccoville making and packing

Franklin A. Stump Jr.
R&D process technology and development

Beverly L. Swaim
Tobaccoville material control/export

Dennis V. Taylor
Tobaccoville making and packing

Hatti Taylor
No. 604 material flow – packaging

Ricky B. Thompson
CDC operations support

J.M. Trivette
No. 603 G-7 production

Patricia A. Troutt
Cigarette manufacturing

Charles J. Van Hoorne
Whitaker Park making and packing

Mark A. Vernon
No. 603 processing

Charlotte M. Vogler
Information technology project management

Joe W. Waddell
Tobaccoville material control/export

James L. Walker Jr.
Contract management

William L. Walls
Plant services casting and sheet

Eva P. Watts
Product reclaimed goods

Timothy J. Weavil
Kernersville Storage

Larry E. Westmoreland
Tobaccoville material control/export

Swanson R. Wheeler
No. 604 engineering maintenance

Glenda H. Whicker
Tobaccoville making and packing

Jackie R. White
Tobaccoville material control/export

James L. Williams
Tobaccoville casing and cutting/cut-filler storage

Milly M. Wong
Brands R&D

Garland J. Wright
No. 603 G-7 production

15 YEARS - MAY

Floyd L. Armstrong
No. 604 plant services, extruders

William M. Carter
No. 604 solvent recovery

Daniel Chomko
Sales

Veronica L. Collins
Sales

William R. Cook
Brands R&D

Douglas L. James
Sales

James R. Kingcade
Sales

Edward M. McElfresh
No. 604 manufacturing

Steven F. Michel
No. 200 engineering maintenance

June B. Reece
International support – international R&D

John R. Smith II
Sales

10 YEARS - MAY

Gina B. Gentry
Product development and assessment

Elaine T. Greene
Operations/manufacturing support systems

Michael L. Grohs
Product development and assessment

Thornton J. Head
Sales

Lisa W. Howell
Sales

Michele M. Lamachio
Health and environmental services

Cynthia S. Lyman
Product development and assessment

Mitchell D. McGovern
Sales ▶▶▶

R. Easter Jr. - 20

T. Flinchum - 20

T. Hall - 20

R. Hartman - 20

C. Ingram - 20

P. Johnson - 20

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People

J. Keit - 20

L. Monroe - 20

S. Moore-Painter - 20

B. Rorie - 20

H. Slade - 20

B. Smith - 20

(continued from page 13)

Michael L. Moore
Savings brand management

Janifer J. Poovey
Sales

Donna L. Tuttle-Olm
Health and environmental services

Scott D. Walker
Sales

5 YEARS - MAY

Laneta S. Jones
RCFCU administration

Kathy A. Kilburg
Sales

David E. King
Sales

Shirley J. Mabe
RCFCU administration

Ellen W. Merritt
Public relations

Staci L. Meyer
Sales

Matthew H. Pelphrey
Sales

James L. Tepfer
Sales

Katrina C. Whitt
International support – financial reporting

PROMOTIONS AND APPOINTMENTS

BRAND-MEDIA-DIRECT MARKETING

Susan J. Binkley
to consumer relations specialist II

Diana F. Halstead
to consumer relations specialist II

Pamela J. Marion
to technical assistant

Magdeline D. Marshall
to consumer relations specialist II

Cheryl C. Morris
to consumer relations specialist II

Melissa A. Peoples
to consumer relations senior specialist

LaDonna C. Prevette
to consumer relations specialist II

Vanzena D. Thomas
to consumer relations specialist II

Deidra L. Thompkins
to assistant marketing manager

INFORMATION RESOURCES

Franklin R. Adams
to lead programmer/analyst

Melissa C. Adams
to lead information resources support analyst

Sandra W. Beane
to senior information resources support analyst

Vickie B. Bodsford
to information resources support analyst I

Michael H. Brady
to lead systems analyst

Kathryn P. Branch
to senior programmer/analyst

Jo A. Brown
to programmer/analyst III

Sylvia T. Campbell
to information resources support analyst II

Sandra D. Cheek
to systems technical specialist III

Theresa M. Coleman
to systems development manager

David L. Dunnagan
to principal programmer/analyst

Mark A. Garner
to principal systems analyst

W.F. Hollifield Jr.
to systems manager

Thelma J. Johnson-Lawrence
to lead systems analyst

Adrian P. Kuyler
to lead programmer/analyst

Mieko K.D. Lee
to lead programmer/analyst

Milton J. Mansfield Jr.
to senior programmer/analyst

Vicki D. Martin
to associate information resources support analyst

Kathryn P. McKinney
to lead programmer/analyst

Diane C. Plaisted
to principal systems analyst

Gail E. Ragsdale
to lead programmer/analyst

Nancy W. Ross
to principal systems analyst

Mary H. Shell
to information resources support analyst III

Pamela M. Stack
to senior programmer/analyst

Dale A. Swanson
to information resources support analyst III

Earl Trent Tucker
to director – sales/marketing support systems

Russell W. Wood
to lead systems analyst

Arthur K. Yates
to programmer/analyst III

MANUFACTURING FACTORY SERVICE

Robert L. Payne
to production services attendant

MANUFACTURING MAKING AND PACKING

Harvey L. Bates
to packing machine operator – GDX-2

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James A. Harris
to making machine operator – Protos

Gerry D. Livengood
to packing machine oeprator – GDX-2

Donna E. Steward
to making machine operator – Protos

Barbara P. White
to packing machine operator – GDX-500

MANUFACTURING PRIMARY

Virgil M. Chandler
to IVO/CRT operator

George C. Powers
to maintenance section leader

MANUFACTURING TOBACCO PROCESSING

Anthony N. Mabe
to assistant blend equipment operator

QUALITY ASSURANCE

Curtis H. Bell
to master technician

RCFCU

Lisa D. Southard
to RCFCU branch manager II

RESEARCH AND DEVELOPMENT

Randall W. Gabard
to safety and health professional II

Blandy A. Joyce
to master technician

L.A. Milhous Jr.
to senior staff R&D chemist

John H. Robinson
to principal scientist

Ford M. Shore
to senior R&D technologist

Lisa S. Winkler
to R&D technologist II

RJR PACKAGING

Wanda W. Brintle
to manager – external tobacco customer development/ production control

Michele A. Domadia
to engineering technologist II – packaging

Barbara F. DuBose
to senior production coordinator – packaging

John W. Flynn
to mechanical trainee – packaging

Mickey G. Gough
to caster/furnace helper

James R. Hutchens
to engineering technologist III – packaging

Lorne D. Temple
to mechanical trainee – packaging

SALES

Kelly J. Magwood
to retail manager – field sales – Southern sales area

Jill E. Rivera
to retail manager – field sales – Southern sales area

Clay M. Ward
to division sales manager – Southern sales area

James P. Zink
to retail manager – field sales – Southern sales area

SALES/MARKETING FINANCIAL SERVICES

Joseph E. Lowe III
to finance manager – marketing

SPORTS MARKETING

Gregory G. Felts
to assistant manager – Sports Marketing Enterprises

Charlotte B. Harvey
to senior administrative assistant

James A. Holder Jr.
to assistant manager – Sports Marketing Enterprises

TAX

Deborah B. Tilley
to principal administrative assistant

TRUCK OPERATIONS

Danny R. Hillard
to truck driver – tractor trailer

Jeanne B. Johnson
to principal administrative assistant

James D. Poe
to truck driver – tractor trailer

IN MEMORIAM

Mason O. Mobley Jr.
61, a manager – capital/general operations expense in operations finance, died May 1. A resident of Winston-Salem, N.C., he had 22 years of service with the company.

Billie J. Reynolds
49, a region systems coordinator II in the South Florida region operations, died May 14. A resident of Coral Springs, Fla., she had 8 years of service with the company.

Pamela R. Thompson
47, a quality assurance tester/ inspector at Tobaccoville process control/quality control, died May 5. A resident of Winston-Salem, N.C., she had 21 years of service with the company.

C. Vogler - 20

J. Walker Jr. - 20

E. Watts - 20

T. Weavil - 20

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfy0000

Field sales publication to join *Caravan*

With the start of *Sales Merchandiser* in 1946, the publication quickly became a vehicle for the exchange of new selling ideas, as well as a unifying agent for the sales department.

In 1997, *Sales Merchandiser* continues to follow the same direction, but now with a twist. Starting with the next issue, distribution of the publication will reach beyond the RJR sales force by incorporating *Sales Merchandiser* into RJR's companywide magazine, *Caravan*.

The traditional format of *Sales Merchandiser* will remain in place, and its longtime readers may continue to look for informative articles concerning sales activities, programs, successes and employee promotions. *Sales Merchandiser* will be published in *Caravan* periodically — giving every RJR employee the opportunity to read about how the sales department is helping RJR in achieving its goal of becoming a stronger number 2 in the tobacco industry.

By combining the publications, RJR will save both time and money on production schedules and printing costs, but more importantly, gain the opportunity to explore how each department is working together. *Sales Merchandiser* will increase company awareness of the regional sales areas, while *Caravan* will increase field sales knowledge of activities in the Winston-Salem offices.

Field sales employees who wish to contribute their story ideas or suggestions may contact their region operation unit. ■

Victory in Florida

(continued from page 1)

Crist said. "It was a true team effort."

Crist said that a factor that may have influenced the outcome of the company's case was humanizing R.J. Reynolds Tobacco Co. "We wanted to give the jury the opportunity to meet some of the fine people in this company. In preparing this case, we got tremendous support from many departments — marketing, business analysis, information resources, external relations, as well as R&D. Ultimately, we only called one RJR employee to testify — Dr. David Townsend — and he made a very good witness.

First rate scientists

"Even in the face of adverse media attention," Crist continued, "you realize that over the course of the years, RJR has and continues to have, some very first-rate scientists. Your record of achievements is frankly, very impressive."

Johnson pointed out to employees that verdicts aren't the result of just "one month of effort, but rather the years of work by RJR employees.

"It takes literally years to put together a defense of these cases," Johnson said. "People at RJR have patiently put up with our requests through the years, for your time and resources. And without this, we wouldn't have won this case. You enabled us to gather the facts and represent them in understandable terms to the jury. That's what really wins the case — preparation."

Crist agreed, "This is not *our* victory, but yours. I want to thank you for the opportunity of representing you. This company has made a commitment to vigorously defend these cases — including the demands of time and resources. RJR is willing to put a face on the tobacco industry by providing top scientists who come forward and testify."

Johnson added that RJR has taken the forefront in scientific research and has provided the legal team with outstanding scientific witnesses that have effectively explained research studies to juries.

Powerful story to tell

Townsend said he took the stand with pride to put into perspective for the jury the tobacco research that RJR has conducted. "Here at RJR, we really do have a powerful story to tell," he said. "And, that never really comes out in the press. In the press, the story will always be told to make us appear sinister — and we're not. When the truth comes out and the story is told in front of people who are listening to both sides of the story, we get positive results. Our defense in these cases has truly been a team project — one that I'm proud to be a part of and one that all Reynolds employees have contributed to over the years."

Blixt said, "Despite everything that is going on in the external environment, given the strength of our belief that we are right on the facts, that we are right under the law and having the quality of lawyers that we have, we will continue to carry this fight forward in the court system and win."

Crist and Johnson also visited Tobaccoville, Whitaker Park and R&D. ■

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